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FILE Training 3

DD/S 69-2485

11 JUN 1969

MEMORANDUM FOR: Director of Communications  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training  
Chief, Support Services Staff

SUBJECT : Support Directorate Seminar (Problem Solving)

REFERENCE : Memo dtd 16 May 69 to all DDS Office Heads from DD/S,  
subj: Program for the Development of Officers of the  
Support Directorate

1. We are progressing with our plans for conducting a series of seminar problem-solving exercises as outlined in reference and discussed at my Staff Meeting 21 May 1969. The Support School/OTR has submitted to me an administrative plan for the support of the program. These seminars, of one week duration held once a month beginning August 1969, will be officially titled Support Directorate Seminar (Problem Solving). A schedule of 1969-1970 seminars is attached. The responsibility for the program will be shared by the Office Heads, Support School/OTR, and my immediate Office.

## 2. Office Heads

The next step along the way is for the Office Heads to identify and submit to me, in outline form by 30 June, significant and substantial problems within their Offices; problems suitable for challenging problem-solving exercises. Office Heads may wish to solicit suggestions on problem areas from their branch chiefs or lower levels by means of appropriate questionnaires. I will review the problem outlines, select those for seminar study, and notify the interested Offices.

The interested Office Head will:

a) Prepare detailed background briefing material on the problem for each seminar participant. This material is to include the history of the problem, factors weighing against easy or

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arbitrary solution or one which might generate a greater problem, subsidiary problems, and need for timely solution. Also provide other data pertinent to the problem - e.g. organization charts, flow charts, T.O.'s, etc.

b) Brief the group before their departure for the training site.

c) Designate a knowledgeable officer to provide liaison with the group, either in residence with them or at the call of the moderator. The function of this liaison officer is to answer questions and provide additional information, as required. It is not intended that he be an active participant in the study group.

d) Review the group's written report and attend its oral briefing of the DD/S.

Upon call of the O-DD/S, all Office Heads will submit nominations - principal and alternate - to the DD/S through the DDS Training Officer. For an initial period of time, these nominations will be personnel assigned to the central Offices of the Support Directorate.

### 3. Support School/OTR

In addition to providing the routine administrative services connected with every course running, OTR will schedule the seminars, effect the necessary coordination with the responsible Support Directorate Offices in the preparation and distribution of problem materials, arrange for the pre-seminar briefings by the Offices concerned and provide for OTR coordinators, in residence, to assist the group administratively during their period of study. It is not intended that these coordinators (from the Management faculty) will play an active role in the seminar group study nor provide "training" assistance in problem solving and conference techniques.

The OTR coordinator will convene the group for Office briefing at 1300 hours on the Wednesday before their departure for the site. These briefings will be held in the conference facilities of the Offices concerned. If necessary, additional briefings may be arranged on Thursday and Friday before departure.

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#### 4. The DD/S and Immediate Office

I will screen the problem outlines that you submit to me, select those for seminar study and notify the Offices concerned. The DDS Training Officer will call for timely nominations - principal and alternate - for each scheduled seminar. I will approve the participants, and notify each Office concerned as well as Chief, Support School. Prior to the Office briefing each group will be briefed by me on the objectives of the seminar, the requirement for written and oral reporting, and their election of a moderator. The moderator will be elected by the group prior to their attendance at the Office briefing. On Thursday following the close of the seminar, the group will submit their written report. A copy of this report will be provided the Office Head concerned, and arrangements will be made for the group's oral briefing.

5. We've made a good start in our planning for these seminars and hopefully this will be a success. We next need a sizeable list of solid, live problems for the seminar problem-solving exercises.

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

Att  
Schedule

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5. We've made a good ~~and quick~~ start in our planning for these seminars. We next need a sizeable list of solid, live problems for the seminar problem-solving exercises.

*will be provided*

R. L. Bannerman  
Deputy Director  
for Support

Att  
Schedule

*and hopefully  
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a success.*

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SCHEDULE (1969-1970) OF  
SUPPORT DIRECTORATE SEMINAR (PROBLEM SOLVING)  
FOR  
GS-15s, GS-14s, and GS-13s

<u>GRADE</u>	<u>DATE</u>	<u>LOCATION</u>
GS-15	24 - 29 Aug 1969	
GS-14	14 - 19 Sep 1969	
GS-15	5 - 10 Oct 1969	
GS-14	19 - 24 Oct 1969	
GS-14	14 - 19 Dec 1969	
GS-13	11 - 16 Jan 1970	
GS-15	15 - 20 Feb 1970	
GS-13	22 - 27 Mar 1970	
GS-15	12 - 17 Apr 1970	
	or	
	19 - 24 Apr 1970	
GS-14	17 - 22 May 1970	
GS-14	21 - 26 Jun 1970	
GS-13	16 - 21 Aug 1970	
GS-14	27 Sep - 2 Oct 1970	
GS-15	4 - 9 Oct 1970	
GS-14	15 - 20 Nov 1970	
GS-14	13 - 18 Dec 1970	

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FILE *Training 3*

16 MAY 1969

MEMORANDUM FOR: Director of Communications  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training

SUBJECT : Program for the Development of Officers  
of the Support Directorate

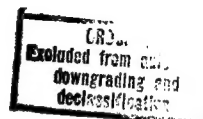
1. After further review and discussions on the subject of additional programs to assist in the development of officers of the Support Directorate, I have decided that the approach I wish to take is along the lines of a series of seminar problem-solving exercises as opposed to a previously discussed formalized training course.

2. What I now have in mind is to periodically select a group of officers of equal grade from each of the Offices of the Support Directorate and to detach these officers from their regular assignments for a period of approximately one week during which period they will be in residence [redacted] 25X  
Their task during this period of detached duty will be to work on one or possibly two related problems currently facing one of the Offices of the Support Directorate.

25X1 3. As I visualize it the Office whose problem is to be considered in the [redacted] seminar will be responsible for preparing all of the necessary background and other data which the seminar group would require in its study. This same Office would be charged with responsibility for briefing the seminar group prior to their departure for [redacted] and for maintaining the necessary liaison with the group to provide such additional data or briefings as might be necessary to their problem solving. 25X

4. For its part, the seminar group would elect its own committee chairman who would be responsible for supervising the basic conduct of the

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seminar. I would expect that the seminar group would prepare a written report of their study to include their recommendations for a course of action to solve the problem under review. Following the completion of their study the seminar group will brief at a joint session the DD/S and the Support officers involved.

25X1 5. Since the above program, while not a training course in the formal sense, relates to the development of our Support officers in the management of Support activities, I would like the Chief of the Support School, Office of Training, to assume responsibility for the establishment of this seminar program. This would include effecting the necessary coordination with the Offices of the Support Directorate in the preparation and distribution of the "problem" materials to the seminar group, arranging for the pre-seminar briefings, and completing such administrative arrangements as are necessary for the group's accommodations [ ] and their liaison with the Office of primary concern. I would also wish to have a member of the staff of the Support School, OTR, in liaison with the seminar group to assist them administratively or otherwise during the course of their study.

6. This proposal will be discussed at the DD/S staff meeting of 21 May.

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

DD/S:RLB:ksd (16 May 69)

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DRAFT - 14 May 69

*DDS Office head*

MEMORANDUM FOR: ~~Director of Training~~

SUBJECT : Program for the Development of Officers of the Support Directorate

1. After further review and discussions on the subject of additional programs to assist in the development of officers of the Support Directorate, I have decided that the approach I wish to take is along the lines of a series of seminar problem-solving exercises as opposed to a previously discussed formalized training course.

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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4. For its part, the seminar group would elect its own committee chairman who would be responsible for supervising the basic conduct of the seminar, ~~as well as for the group's report to and briefing of the DD/S at the conclusion of their study.~~ I use the terms report and briefing both because, I would expect that the seminar group would prepare a written report of their study to include their recommendations for a course, ~~or course~~, of action to solve the problem under review, additionally, ~~on the Monday following the completion of their seminar.~~ *study*  *I would* ~~want the seminar group to brief me and my Staff together with appropriate officers of the Support Directorate Office whose problem was the subject of study.~~ *will at a joint session the DDs and the Support Offices involved.*

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